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ANNUAL REPORT
SELECTION STAFF
1955

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SELECTION STAFF

REPORT OF PROGRESS AND PROGRAM PLANS

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SELECTION STAFF

Annual Report of Progress and Program Plans

I. Major Accomplishments and Significant Development During the Period 1 July 1954 - 30 June 1955

1. Activation of the Selection Staff

The Selection Staff was created on 1 June 1955. Prior to this the functions of the Selection Staff were performed by the Career Service Staff. The Career Service Staff had been established effective 9 July 1954 and was assigned the following mission:

"Responsible for directing and coordinating the implementation of Agency policies in regard to acquiring and retaining membership in the Career Staff; for providing administrative and specialized professional support to the Assistant Director for Personnel in his capacity as Chairman of the CIA Career Council and as Chairman of the CIA Selection Board; for supporting the Assistant Director for Personnel in his responsibility for directing the selection program established in Regulation [REDACTED] for 25X1A coordinating the determination of criteria for the evaluation of abilities, capabilities and deficiencies in order to determine an individual's suitability for selection into the Career Staff; and for providing administrative support to the CIA Honor Awards Board and such other Agency-wide boards and panels as are constituted under the aegis of the CIA Career Council. The Chief, Career Service Staff, will concurrently serve as Executive Director of the CIA Selection Board."

With the reorganization of the Office of Personnel on 1 June 1955, the functions of the Career Service Staff were divided and the Selection Staff became a separate unit of the Office of Personnel with the following mission:

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"Implement Agency regulations for acquiring and retaining membership in the Career Staff. Develop and recommend criteria for the evaluation of the abilities, capabilities and deficiencies of personnel in order to determine their suitability for selection into the Career Staff. Provide administrative support to the CIA Selection Board as required by the Chairman and the Executive Director in the discharge of their responsibilities concerning the creation and administration of the Career Staff."

2. T/O, Personnel, Facilities

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The Table of Organization for the Career Service Staff consisted [REDACTED] of which were additional to the Office of Personnel ceiling. The T/O was approved on 3 August 1954, and [REDACTED]

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Service Staff was finally completed by the end of September and the T/O was maintained at full strength since that time. During the eleven months of its existence the Career Service Staff lost three members, the Deputy Chief by reassignment, one professional member by resignation, and one clerical member by reassignment. The Deputy Chief and the professional member were replaced by reassignment from within the Personnel Career Service. The clerical functions of the staff member who was reassigned were performed by other members of the Career Service Staff and by persons detailed to the Staff for short periods. Space for the Career Staff was allocated, new quarters and partitioning constructed from unoccupied open areas, and furnishings and equipment were obtained. With the reorganization of the Office of Personnel on 1 June 1955, the Selection Staff was activated under the Deputy Director of Personnel for Planning and Development, which was a newly created position. As the functions of the Career Service Staff were split, so were the members of the Staff reassigned to various units. The Selection Staff retained one clerical and four professional members. The Chief, one professional and one clerical personnel were reassigned to add to the compliment of the Selection Staff. To date one clerical position is unfilled.

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3. The Career Service Conference

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The creation of the Career Staff on 1 July 1954 (Regulation [REDACTED] introduced a new and basic concept in the long range personnel administration of CIA. Whereas there had been various personnel programs in the Agency heretofore, notable among which was the Career Service Program that had been in effect since 13 July 1952, there had never before been a service to which an individual could belong. The Career Staff within CIA could be likened, roughly, to the Foreign Service within the Department of State. In order that this major change in the Agency would be thoroughly understood and the policies and principles be disseminated as rapidly throughout the Agency as possible, the Career Service Conference, presided over by the Assistant Director for Personnel, was held on 3 August in the Department of Agriculture Auditorium. The Director of Central Intelligence and the Deputy Director of Central Intelligence addressed the Conference as did also each of the seven members of the CIA Career Council. More than [REDACTED] officials and senior supervisors (down to Branch Chief level) attended the Conference. At its conclusion there was a question and answer period during which the Chief of the Career Service Staff was the moderator. Questions concerning this new personnel concept and the method of implementing it, received prior to and during the Conference, numbered about 537 (see paragraph 4 below). The Career Service Staff was responsible for all administrative and physical arrangements as well as for pre-conference internal publicity (see Appendix A), and the content of the program. Five large visual aids were designed to elucidate the more complex aspects of organization and procedures (see Appendix B).

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4. Queries Concerning Career Service

The large number of questions that were formulated and propounded to the DCI, the DDCI and the members of the Career Council, served to emphasize those areas and subjects with regard to which additional explanation and clarification were

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25X1A necessary (see Appendix C). In accordance with a promise made at the Conference each individual who asked a question was to receive an individual written answer. Answers have been prepared by the Career Service Staff in collaboration with other elements of the Office of Personnel. To further clarify the largest single question, "the propriety of an employee to apply for membership in the Career Staff when he or she is aware that present or future personal circumstances and family responsibilities may limit his or her freedom to serve in certain assignments within the Agency," Agency Notice [REDACTED] signed by the DCI, was published in October. The entire body of queries serves as the primary source of material from which a brochure on the Career Service of CIA is being prepared for distribution to all employees.

5. Conditions, Obligations and Assurances

The Application for Membership in the Career Staff is the most important single document connected with the CIA career system. It is forwarded for action to each Staff Employee and Staff Agent when he has served with CIA for three years. This document consequently is emphasized in all conferences, briefings, and indoctrinations on the Career Staff. The eleven cardinal elements which it contains are as follows:

- a. Lengthy trial period - 3 years.
- b. Membership in the Career Staff is voluntary.
- c. The Service is Agency-wide, all-inclusive; therefore, the application is addressed to the Director.
- d. Members of the Career Staff are carefully selected.
- e. Members of the Career Staff are trained.
- f. Each member accepts a special obligation to devote himself to the needs of the Agency.
- g. Each member acknowledges the intention to make his career with CIA.
- h. The Agency guarantees to each member full consideration of his particular capabilities, interests and personal circumstances.

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- i. The Agency assures to each member development through just and equitable attention to his personal progress.
- j. The Agency assures each member reassignment compatible with his abilities and career interests.
- k. Tenure and status of a specialized nature are conveyed to each member of the Career Staff.

The system is based upon mutual assurances, on the part of the Agency as well as of the individual, of good faith, intent and purpose, rather than on specific and binding legalistic or contractual matters. The so-called "benefits", therefore, are largely intangible and demonstrable only over a period of time, rather than being guarantees of any specific promotion, advancement, assignment or development action.

6. Installing the System Overseas

In order to install the system overseas as effectively and quickly as possible, the Chief of the Career Service Staff traveled for six weeks in Europe between 25 October and 10 December,

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7. Activation of the CIA Selection Board and the Panel of Examiners

In order to establish a "sequence of legitimacy", it was desirable to insure that all persons who passed on the candidacy of others should themselves be members of the Career Staff. From a technical point of view, the membership of the DCI was approved by the CIA Career Council. The DCI then, being a member of the Career Staff, approved in turn the membership of the members and their deputies of the Career Council, the members and alternates of

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the Selection Board, the Executive Director of the Selection Board, the Heads of Career Services and their deputies, certain persons holding supergrades and the 65 members of the Panel of Examiners. A total of 110 persons, all of whom fulfilled all technical requirements, thus became members of the Career Staff by personal action of the DCI, and the machinery was established whereby action could be taken on the membership of all other persons in the Agency who were eligible. In connection with this preliminary activity, the principle was established that the DCI would not be asked to make any exceptions to the three-year rule no matter what grade level or position might be held by the supplicant.

8. Formulation of Selection Criteria and Categories

a. Selection criteria are based on two fundamental assumptions:

- 1) CIA assumes that each Staff Employee and Staff Agent presently on duty is a potentially suitable member of the Career Staff.
- 2) Before granting membership in the Career Staff to those persons who seek it, however, CIA gives the record of each candidate an abbreviated review to insure that the previous assumption is correct.

This then means that whereas it would appear on the surface that the selection process was concerned with selection IN, actually selection OUT is being conducted with respect to those persons who are determined to be unsuitable for membership in the Career Staff. The Selection Criteria are, therefore, negative and are designed to seek out reasons why an individual should not be granted membership in the Career Staff. This Staff prepared the studies and executed the staff work necessary to enable the CIA Selection Board to discharge its responsibilities in formulating the selection criteria.

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- b. The opinions of the current immediate supervisor and the Career Board concerned are utilized by the Examining Panel and the CIA Selection Board in arriving at a decision. There is also available pertinent information dealing with suitability for a long range career with CIA that is furnished by the Security Office, the Medical Office, the Office of Training, and the Office of Personnel. Applications are divided into three categories, as follows, based on the recommendations of the Career Board and of the Examining Panel:

- Type A Recommended for acceptance into the Career Staff
- Type B Recommended that action be deferred and the reasons therefor.
- Type C Recommended that acceptance into the Career Staff be denied and the reasons therefor.

- c. The formulation of criteria, categories and procedures for processing applications occupied the attention of the Career Service Staff and the CIA Selection Board until 19 November when they were approved by the CIA Career Council. Thereafter, dissemination of these decisions was made widely throughout the Agency and applications began to flow freely, the necessary ground rules having been established. (See Appendix D.)
- d. Subsequent to the establishment of the basic ground rules, other refinements concerning policies and procedures for selection into the Career Staff were discussed and approved by the CIA Career Council. (See Appendix E.)
- 1) The Career Council decided that service with CIA in other than Staff Employee or Staff Agent status toward eligibility for membership in the

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Career Staff would be credited not to exceed two years toward the requisite three-year provisional period. The types of service to be credited, if requested by the Head of the Career Service, includes military service and civilian service, such as, Career Agent, Contract Employee, Contract Agent, Field Agent, Consultant, etc.

- 2) The CIA Selection Board approved the policy that applications of employees who have been separated prior to action on their applications for membership in the Career Staff would be reviewed by the Examining Panels and acted upon by the Selection Board in the same manner as the applications of those persons on duty in the Agency so that the proper documentation will be available to aid in the determination of re-employability.
- 3) As stated in 8b above, pertinent information dealing with the suitability for a long range career with CIA is furnished the CIA Selection Board by the Security Office, the Medical Office, the Office of Training, and the Office of Personnel. The CIA Career Council approved the policy that seven Offices of Record would furnish to the CIA Selection Board and simultaneously to the Heads of the Career Services concerned and/or to the Head of the Operating Component, to the extent that it is professionally appropriate and operationally secure, information concerning the work performance, conduct or status of those persons eligible for membership in the Career Staff. The seven Offices of Record are: Office of Personnel, Office of Security, Office of Training, Medical Staff, Office of the Comptroller, The Inspector General, Inspection and Review Staff.

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9. Work Load and Flow of Applications

The processing of Notices of Eligibility to persons who have been with CIA for three years is triggered by a machine roster prepared from the basic IBM Date-Status card that is maintained for all Staff Employees. By the beginning of September the Staff had individually addressed Notices of Eligibility to those persons who were eligible as of 1 July 1954, and forwarded them through command channels. These numbered approximately [REDACTED]. Thereafter Notices have been sent promptly to those who become eligible during each current month. As of 30 June 1955, a net total of [REDACTED] have been dispatched, [REDACTED] have been returned by Career Boards with appropriate recommendations, [REDACTED] have been approved for membership in the Career Staff and [REDACTED] additional ones have been reviewed by an Examining Panel for submission to the CIA Selection Board (see Appendix F).

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10. Processing Procedures and Convening of the Examining Panels

Applications are made ready for review by an Examining Panel in the following manner:

- a. A list of [REDACTED] cases, composed of applicants from any three Career Services, is forwarded to the seven Offices of Record (see 8d (3) above).
- b. Simultaneously the Official Personnel Folder of each applicant is analysed (see Appendix G) by two analysts of the Career Service Staff, independently, to determine if there are any clues therein contained which should be followed up by an Examining Panel for the information of the CIA Selection Board.
- c. When the cases are ready, an Examining Panel is convened by the Executive Director of the CIA Selection Board, according to Regulation [REDACTED]. The Panel normally consists of three Examiners from the same three Career Services represented by the cases.

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Examiner from Career Service "A" presents the point of view and problems of his Career Service while the Examiners from Career Services "B" and "C" can review this more objectively from the Agency-wide standpoint. In this way the greatest possible uniformity in interpretation of selection criteria and standards is achieved while, at the same time, reserving the decision to the three Examiners who represent operating chains of command. The Panel operates under the ground rules shown in Appendix H.

- d. On the basis of the decision of the Panel as to its recommendation to the CIA Selection Board, the Executive Director of the Selection Board, who presides as non-voting Chairman of each Examining Panel, draws up a "Finding" which goes to the Selection Board for final decision at its next meeting. The individuals are then notified by a classified memorandum of this acceptance by the CIA Selection Board (See Appendix F).
- e. When the first Notifications of Membership in the CIA Career Staff were ready for distribution, arrangements were made for a ceremony inaugurating the Staff. This ceremony was held on 27 April 1955 in the Director's Conference Room in the Administration Building. The Inspector General, acting for the Chairman of the Career Council, who through illness was unavoidably absent, presented to the Director his Notification of Membership in the Career Staff. Fifteen staff employees were then presented their official notifications by Mr. Dulles. These employees from the various Career Services were chosen at random to represent the [REDACTED] persons who had been accepted in the Career Staff up to that date.

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The Director, the Deputy Director of Central Intelligence the members of the Council and the Selection Board, and the Heads of the Career Services attended this ceremony. At the conclusion of the ceremony, the Memorandums of Notification for the [REDACTED] persons, whose applications 25X9A2 were accepted as of 27 April 1955, were forwarded through command channels for presentation to the persons concerned. Information concerning the inaugural ceremony including excerpts from the remarks of the Director and the Inspector General were published in [REDACTED] 25X1A (see Appendix F) and [REDACTED] 25X1A

11. Other Staff Activities

- a. The Career Service Staff and subsequently the Selection Staff scheduled and participated in 27 Examining Panel sessions. Twenty-four of the sessions considered the normal number of cases, namely, 100 to 160, and three of the Examining Panel sessions were convened solely to examine special cases.
- b. The above staffs also scheduled and participated in ten meetings of the CIA Selection Board. Its activities are described elsewhere.
- c. Commencing with the establishment of the Career Staff and the staff element of the Office of Personnel to handle the administrative details concerned with membership in the Career Staff, many procedures were inaugurated to insure that there would be a uniform and orderly manner in the handling of Applications and Notifications for membership. Then procedures were worked out in accordance with Regulation [REDACTED] 25X1A

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SUMMARY
(Section I)

1. The Selection Staff was created on 1 June 1955, with the following mission:

"Implement Agency regulations for acquiring and retaining membership in the Career Staff. Develop and recommend criteria for the evaluation of the abilities, capabilities, and deficiencies of personnel in order to determine their suitability for selection into the Career Staff. Provide administrative support to the CIA Selection Board as required by the Chairman and the Executive Director in the discharge of their responsibilities concerning the creation and administration of the Career Staff."

The functions of the Selection Staff were previously performed by the Career Service Staff which went out of existence with the reorganization of the Office of Personnel.

2. The Career Service Staff and subsequently the Selection Staff has been primarily concerned during the past twelve months with the activation of the Career Staff which was a new and basic concept in the long-range personnel administration of CIA.

3. In order that the Career Staff concept was thoroughly understood by all agency staff personnel, a Career Service Conference was held early in the fiscal year to disseminate agency-wide the policies and principles of the Career Staff. Also the Chief of the Career Service Staff took an extended trip overseas to explain the new program.

4. During the first few months of the fiscal year, the Staff was concerned with the formulation of criteria for selection into the Career Staff, establishing procedures

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for processing applications, and the creation of the CIA Selection Board and Panel of Examiners. The latter part of the fiscal year the Staff was concerned with further refinements of policies and procedures for selection into the Career Staff, and the processing of applications for membership.

5. At the close of the fiscal year a total of [REDACTED] Notifications of Eligibility had been dispatched by the Staff, and of the [REDACTED] applications that have been returned, [REDACTED] have been fully processed for membership into the Career Staff.

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II. Objectives for Current Year and Status of Current Program for
1 July 1955 - 30 June 1956

1. Year-End Work Load of Applications

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As of 30 June 1955, [REDACTED] persons had been notified of their eligibility to apply for membership in the Career Staff. [REDACTED] applications had been received with recommendations from the Career Service Board concerned. Of these, [REDACTED] have been acted upon by Examining Panels and [REDACTED] had been acted upon by the CIA Selection Board (149 cases came directly before the Selection Board without Examining Panel action, such as, supergrades). There are as of 1 July 1955, [REDACTED] applications in hand for action by the Examining Panel and [REDACTED] still to be received from Career Service Boards for a total of [REDACTED] applications to be acted upon by the CIA Selection Board.

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2. Total Work Load for next Fiscal Year

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During the next twelve months, it has been estimated that approximately [REDACTED] persons will become eligible by reason of their having reached the three-year anniversary of their Entrance on Duty date. It appears from the foregoing that there will have been [REDACTED] applications (less attrition from separations) that are the concern of this staff during the ensuing twelve months.

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3. Capabilities and Rates of Processing

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As of six months ago, the capabilities of the Career Service Staff was approximately [REDACTED] cases per month. In the last six months this rate has been stepped up by about 30 per cent. It is anticipated that shortly after the end of calendar year 1955 the Selection Staff will have processed sufficient cases so that it can then operate on a current basis.

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4. Staff Agent Applications

There are a substantial number of Staff Agents who are presently eligible. During the next six months the problem of handling, with full security, their membership in the Career Staff will be worked out with operating personnel in the DD/P area. It is quite obvious that modified procedures, dictated by security considerations, will be required. It has been thought desirable to test the principles and procedures on Staff Employees before embarking on the much more delicate problem of Staff Agents.

5. New Policies and Procedures to be Devised

No specific plans have been formulated as for establishing new policies and procedures but it is anticipated that within the next twelve months more definitive policies will be proposed to the CIA Selection Board for adoption concerning membership into the Career Staff, and additional procedures will be established in order that the Selection Staff will function more smoothly.

6. Staffing for Fiscal Year 1956

The present Table of Organization for the Selection Staff of nine positions will be adequate to perform the anticipated work load for the next twelve months. This is based on the assumptions that all positions will be encumbered during the period.

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III. Program Outlook for Budget Year for the Period
1 July 1956 - 30 June 1957

No major changes are anticipated during the fiscal year 1957. There will be approximately [REDACTED] persons eligible for membership into the Career Staff. On this basis the present table of organization for the Selection Staff is adequate to handle this work load.

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